Uganda AIDS Commission
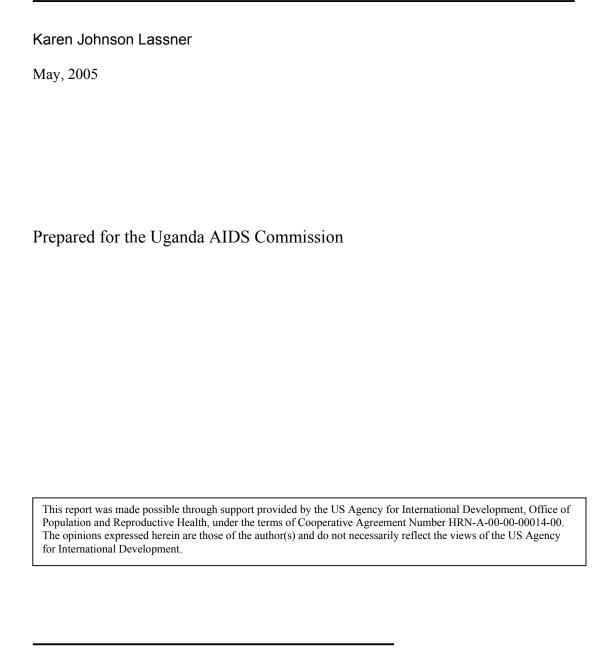# MOST Workshop Report

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May, 2005

Prepared for the Uganda AIDS Commission

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Acknowledgments

As Co-Facilitator of the MOST workshop for the Uganda AIDS Commission and writer of this report, I wish to thank all UAC staff members who attended the workshop and contributed to its success by sharing their experiences and ideas regarding the management performance of UAC, present and future.

I would like to extend a special thanks to Dr. Larry Adupa for co-facilitating the workshop with me and for his sensitivity to the specific management challenges facing the UAC. As both a Ugandan and former employee of the UAC his contribution to the workshop was extremely valuable.

I would also like to thank Dr. Apuuli for recognizing the importance of having UAC staff assess UAC's management performance and develop plans for improvement. Management improvements must be accompanied by commitment on the part of the organisational leader, and there is no doubt that Dr. Apuuli is committed to this challenge.

I also wish to acknowledge the generous financial support of the United States Agency for International Development made available through the Management and Leadership Cooperative Agreement. Without USAID support, this workshop would not have been possible.

The primary audience for this report is UAC staff and MSH/M&L senior staff involved in programming technical support to the UAC. It will also be of interest to USAID/Uganda and other development partners that are working to strengthen the management capacity of UAC.

Executive Summary

From March 29-31, 2005, the Management Sciences for Health (MSH) Management and Leadership Program (M&L) assisted the Uganda AIDS Commission to carry out a participatory management needs assessment. Using MSH's MOST (Management and Organizational Sustainability Tool), twenty workshop participants:

- assessed the current stage of development of 18 management components;
- agreed upon a set of objectives for improving each management component;
- selected the following six priority management components to improve over the next twelve months

  - Human Resource Management
  - Structure: Roles and Responsibilities
  - Structure: Lines of Authority and Accountability
  - Strategy: Links to Clients and Community
  - Financial Management
  - Supply Management

- developed twelve-month action plans (April 2005 to March 2006) for each of the above priority management components;
- identified a change leader and change team who will lead the implementation of the action plans and monitor progress;
- prepared a list of short-term activities for following up on the MOST workshop; and
- agreed to conduct a follow-up MOST exercise in six months to monitor progress.

1. Introduction

USAID/Uganda has provided funds to the Management Sciences for Health Management and Leadership Program (M&L) to provide technical assistance to the Uganda AIDS Commission (UAC) to strengthen its management capacity. As a first step in planning the types and scope of management technical assistance required by UAC, MSH/M&L and UAC agreed to conduct a participatory management needs assessment using MSH's Management and Organizational Sustainability Tool (MOST).[1]

2. Workshop Organisation and Methodology

The MOST workshop was held at the Kabira Country Club, in Kampala on March 29-31, 2005. Twenty UAC staff members attended (see Appendix A for the list of participants).[2] The MSH Resident Advisor, Dr. Larry Adupa, and MSH staff member, Karen Johnson Lassner, acted as facilitators.

The objectives of the workshop were to:

- Conduct a collective assessment of the current stage of development of 18 management components;
- Agree upon objectives for improving each management component;
- Select priority management components to be improved within the next 12 months;
- Prepare action plans for reaching the objectives for each priority management component;
- Identify a change leader and change team to lead the implementation of the action plan and monitor progress;
- Plan short-term activities for following up on the MOST workshop; and
- Agree on a follow-up MOST exercise to monitor progress

Introduction. As a warm-up exercise to introduce the workshop, the participants were successively grouped throughout the meeting room based on the following characteristics: length of employment at UAC; length of time each felt they needed to obtain skills for their jobs; length of time they plan to stay at UAC, how many biological children they have and how many relatives and or friends were infected or affected by HIV/AIDS in the last year. Most staff had been at UAC for two years or more and was looking forward to staying on for at least another three years. On the basis of the answers to these questions, the participants confirmed that they value their jobs and organization, need their jobs to maintain their families and are united by the cause of HIV/AIDS.

The participants were also asked to name organizations working on HIV/AIDS for which they would like to work and why. The reasons they gave for selecting particular organizations were as follows: good remuneration, promotion, sound management principles, teamwork,

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[1] For a complete description of the tool and methodology, please refer to: Management Sciences for Health. *Management and Organizational Sustainability Tool. A Guide for Users and Facilitators*, second edition. Boston: MSH, 2004.

[2] Only UAC staff members attended the since the purpose of the workshop was to conduct an in-house assessment of UAC management performance.

organized, staff motivation, good planning, strong coordination, adherence to the mission, staff welfare, staff integrity and results-oriented leadership. These reasons were observed as the characteristics that the participants would like to see in a well-managed organization.

Participant expectations of the workshop were also identified as follows:
- sincere self-assessment coupled with assurance from management that people will not be victimized [for their statements or opinions expressed at the workshop];
- better management performance that captures all levels of staff;
- identify all the management "blocks" that can be addressed to improve the overall running of the UAC;
- more skills;
- organized and effective system/teamwork;
- better understanding of UAC goals;
- improved UAC management systems;
- consensus on a workable way forward;
- genuine, honest commitment to improved work methods;
- well-motivated UAC team for achieving the organization's objectives;
- clarity in regard to relationships and roles with Technical Advisors; and
- solutions to many management challenges at UAC

The participants and facilitators agreed on ground rules to enable a conducive environment for the workshop, as follows: time management, cell phones off/silent, respect for each other's views, total participation and speaking when requested to speak.

Agenda. The workshop was carried out in three modules (see Appendix B for workshop agenda). A summary of each module follows.

Module 1. The objective of this module was to assess UAC's current status with regard to the following 5 management areas, comprised of 18 management components:

Management Area	Management Component
Mission	1. Existence and knowledge
Values	2. Existence and application
Strategy	3. Links to mission and values
	4. Links to clients and community
	5. Links to potential clients
Structure	6. Lines of authority and accountability
	7. Communication
	8. Roles and responsibilities
	9. Decision-making
Systems	10. Planning
	11. Financial management
	12. Human resource management
	13. Revenue generation
	14. Monitoring and evaluation
	15. Supply mgmt.
	16. Information mgmt: Data collection
	17. Information mgmt: Use of information
	18. Quality assurance

During this module participants explored the meanings of the 5 management areas and 18 management components. They conducted individual assessments of UAC's management performance with regard to each component using the MOST Individual Assessment Form. The participants were then split into work groups that cut across organisational divisions and each group came to consensus on the current status of development of each UAC management component. The work groups reported back during a plenary session and consensus was reached among all participants regarding the current status of each management component.

Module 2. This module answered the question "Where are we headed?" The objective of the module was to identify one or two objectives for improving each of the 18 management components assessed during the workshop and provide evidence to indicate progress toward these objectives. The participants were divided into work groups and each group was assigned 4-5 management components. The task of each work group was to identify the contributing causes for being at the current stage of development of each management component. Once the causes were identified, each work group set objectives for each management component and agreed on evidence that would show that the objective had been achieved. The work groups reported back during a plenary session and group consensus was reached among all participants regarding objectives and evidence of achievement for each management component.

Module 3: This module answered the question "How will we manage needed changes?" The objective of the module was to explore the principles of change and demonstrate how changes in management, together with strong leadership, can improve UAC services and their impact. This module also sought to lead the participants to recognize their roles as leaders and managers of the process to introduce management change within UAC.

Module 4: This module answered the question "How will we reach our objectives?" The objectives of the module were to prioritise the management components to be improved during the next twelve months, prepare an action plan for the six highest priority management components and decide on activities to follow up the workshop.

3.   Workshop Outcomes

Current stage of management development. During Module 1 the workshop participants assessed the current stage of development of 18 UAC management components by assigning a score of 1, 2, 3 or 4 to each management component, with "1" indicating that the particular management component was least developed (e.g. in stage 1) and "4" indicating that it was most developed (e.g. in stage 4). Participants based their selection of scores on the characteristics inherent to each stage of development of the particular management component, laid out in the assessment instrument. As shown in Table 1, eleven of the management components were assessed as being in stage 2, six in stage 1 and two in stage 3, clearly indicating that UAC is in the early stages of organisational development with regard to its management performance.[3]

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[3] The MOST methodology does not distinguish between technical and managerial decision-making. However, UAC staff preferred to assess technical and managerial decision-making separately. Thus, 19 (instead) of 18 management components were assessed.

The least developed management components (stage "1" in the assessment) cluster around issues of structure (communication and decision making) and monitoring and evaluation, including data collection. Other elements of structure, such as lines of authority and accountability, roles and responsibilities and technical decision-making were also highlighted as management components in the early stages of development (stage "2" in the assessment). All management systems were also assessed at stage "2": planning, human resource management, financial management, supply management and information management (with regard to use of information). The most developed management components, according to the participants, were strategy and its links to potential clients and revenue generation. Both were assessed at stage "3" of development. No management component was assessed at being at stage "4", the highest level of development. The detailed results of this assessment are presented in Appendix C.

Management Improvement Objectives. During Module 2 the participants developed objectives for improving each management component. They also identified evidence (indicators) to demonstrate achievement of the objectives. The objectives and evidence were developed after a careful analysis of the root causes for the current stage of development of each management component. The management components and their respective objectives for improvement are presented in Table 2.

Priority Management Components for Improvement. During Module 4 the participants prioritised the 18 management components and chose the following six[4] on which to focus improvement over the next twelve months.

- SYSTEMS -**Human Resource Management**

- STRUCTURE - **Lines of Authority and Accountability**

- STRUCTURE - **Roles and Responsibilities**

- STRATEGY - **Links to Clients and Communities**

- SYSTEMS - **Supply Management**

- SYSTEMS - **Financial Management**

The participants developed 12-month (April 2005 to March 2006) Action Plans for each of the priority management components. The Action Plans are found in Tables 3a through 3f.

Change Leaders. Once the Action Plans were completed the change leaders were chosen for each management component. (See the Action Plans in Tables 3a through 3f for the change leaders.) The Director of Planning and Monitoring will coordinate and monitor the change leaders, reporting to the Director General who is responsible for overall implementation of the Action Plans.

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[4] The participants wanted to prioritise more than six management components, indicating to the facilitators that all management components are top priority. The facilitators, however, encouraged the participants to select only six to be worked on during the next twelve months. Thus, the exclusion of one or more management components from the list of priorities should not be interpreted as not being a priority for UAC staff. Planning, for example, was not chosen as a priority management component since its objective was to develop a strategic plan, an activity that UAC staff knew they would be doing the week following the MOST workshop.

4. Follow-up Activities

In order to assure completion of the entire MOST process, the participants agreed to several follow-up activities.

- Review the action plans (particularly the causes for the gaps and the evidence for the current stage of development), improving them as needed such that the activities are clearly articulated and aligned with the gaps and evidence;
- Incorporate the Action Plan activities into the annual operational plan (based on the strategic plan) to assure their implementation.
- Distribute the workshop report to all staff.

5. Participant Conclusions and Recommendations

At the close of the workshop a written document was prepared and approved by all participants, expressing their conclusions and recommendations. The full document is in Appendix D. In order to assure continuity of the MOST process, the participants' agreed on the following recommendations:

- The Director-General will continuously advocate for the uptake of MOST recommendations and at the same time ensure that the plans of action adopted are implemented, monitored and evaluated; he will also inform and update the Top Management and Board about MOST process accordingly.
- The action plan developed will be integrated into the operational plan of UACS.
- The individual staff members will continue to disseminate the knowledge and experience gained during this MOST workshop to other UACS staff that have not attended.
- The change leaders, with support from the Top Management and Senior Management, will ensure that the action plans for a their respective management category are implemented under the supervision of the DPM.
- The progress in implementation of these recommendations shall be reported in scheduled staff meetings and the Commission accordingly informed through the DG's Management Report.
- MSH will discuss with UACS and agree on the necessary assistance that MSH may provide for ensuring that the recommendations of the MOST exercise are implemented.
- The MOST exercise will be repeated after six months in order to assess the extent to which changes at the Secretariat will have started to take place.

6. Participant Evaluation

Sixteen of the twenty participants completed the workshop evaluation. A complete evaluation report has been submitted to UAC. This workshop report summarizes the findings of that report.

Workshop preparation. Seventy-five percent (75%) of the participants reported that the workshop preparations were excellent or good. Concern was expressed by a number of

participants that the workshop announcement arrived late, thus not allowing enough time for individual and/or group preparation.

Achievement of workshop objectives. Twenty-five percent (25%) of the participants reported that the workshop objectives were totally achieved while 63% reported they were nearly totally achieved. Participants cited time limitations, problems of lack of commitment and lack of transparency in expressing views as reasons for not totally achieving workshop objectives. Several participants also stated that total achievement of the objectives will depend on whether the Action Plans are actually implemented.

Workshop management. Ninety-four (94%) of the participants reported that the workshop management, with regard to the venue, logistics and catering, was excellent or good.

Workshop methodology. All participants stated that the workshop methodology was "excellent" or "good". Most participants cited the methodology's participatory nature as its strong point.

Workshop materials. All of the participants thought the workshop material distributed were "excellent" or "good". Several comments were made that the materials should have been distributed earlier in order for staff to become more acquainted with them.

Facilitator performance and clarity of explanations. All participants rated the facilitators' performance as "excellent" or "good" and all participants also rated the clarity of their explanations as "excellent" or "good". Participants commented that the facilitators were confident and knowledgeable, and had good communication and inter-personal skills.

Applicability of MOST process to one's work. Three-fourths (76%) of the participants reported that the MOST process was very applicable to their work.

Time allocated to the workshop. Sixty-nine percent (69%) of the participants reported that the time allotted to the workshop was sufficient, while 25% thought it was insufficient. Several commented that some parts of the workshop were too hurried.

Liked most. When asked what they liked most about the workshop, most participants cited the participatory nature of the methodology, the openness among the participants to discuss management issues, the facilitators, and the assessment of the current stage of management development of UAC.

Liked least. When asked what they liked least about the workshop, a few participants cited that there was insufficient time. A few also expressed concerns that the MOST instrument is not entirely applicable and that the work plans did not capture well the performance gaps that had been identified in the work groups.

Most important management components: When asked which three management components are most important for their work, the participants most frequently cited human resources management (63%), financial management (44%) and supply management (38%). Not so coincidentally, these three management components are among the six priority components to be improved during the next twelve months.

Suggested improvements. The participants offered the following suggestions for improvement of the workshop: carry out the organisational development and strategic planning exercises to ensure implementation of the MOST action plans; provide more time for preparation and engagement of the participants; involve more stakeholders (Technical Advisors, Chairman and support staff representative); organize a residential workshop next time; and plan social activities, particularly in the evening.

7. Concluding Remarks

The MOST workshop is a first step in the right direction to improving UAC management performance. The success of the workshop will ultimately be measured by the extent to which the Action Plans are implemented. To assure implementation, the activities contained in the Action Plans should be reviewed for thoroughness (aligning the evidence for the current stage of development and the causes of the performance gaps with the activities) and incorporated into UAC's annual operational plan. They should also become part of the on-going organisational development exercise that is being supported by other development partners. In six months, the MOST exercise should be repeated in order to identify progress made and re-orient the Action Plans.

Table 1

UAC Current Stage of Development of Management Components

Current Stage of Development of Management Components as Assessed by UAC Staff			
Stage 1	**Stage 2**	**Stage 3**	**Stage 4**
Least developed ⟶		**Most developed**	
Values – Existence & Application	Mission – Existence & Knowledge	Strategy – Links to Potential Clients	
Structure – Communication	Strategy – Links to Mission & Values	Revenue Generation	
Structure – Managerial Decision-making[5]	Strategy – Links to Clients & Communities		
Monitoring & Evaluation	Structure – Lines of Authority & Accountability		
Information management – Data Collection	Structure – Roles & Responsibilities		
Quality Assurance	Structure – Technical Decision-making[6]		
	Planning		
	Human Resource Management		
	Information Management – Use of Information		
	Financial Management		
	Supply Management		

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[5] See footnote #1.
[6] See footnote #1.

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Table 2

UAC Management Improvement Objectives
By Management Area and Specific Management Component

Management Area	Management Component	UAC Objectives (for Improvement)
Mission	1. Existence and knowledge	Review and shorten UAC mission statement with full participation of UAC staff. Popularise mission statement.
Values	2. Existence and application	Articulate and adapt specific values for the UAC.
Strategy	3. Links to mission and values	Advocate for increased funding from government of Uganda to achieve UAC priorities. Develop a strategic plan.
	4. Links to clients and community	Strengthen the partnership mechanisms and structures at the national and sub-national levels.
	5. Links to potential clients	Establish and strengthen monitoring and planning systems (that allow UAC to link its strategies to potential clients).
Structure	6. Lines of authority and accountability[7]	Streamline and strengthen HR policies and procedures.

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[7] The objective for this management component was changed when preparation of the Action Plan began. It is now the same as the human resource management objective. The original objective was: Review the staff manual and organisational chart with full participation of all staff, based on agreed upon UAC strategic plan.

Management Area	Management Component	UAC Objectives (for Improvement)
	7. Communication	Develop and share simple communication guidelines that identify communication needs, target audiences and channels of communication.
	8. Roles and responsibilities	Conclude the organisational development exercise in a participatory manner and implement the outcomes, including review of the appraisal system in a participatory way to promote ownership.
	9. Decision-making	Improve decision-making processes by institutionalising staff meetings and encouraging participation from all staff, and developing and implementing guidelines on teamwork.
Systems	10. Planning	Develop a UAC strategic plan through a facilitated and participatory process
	11. Financial management	Prioritise financial information sharing among staff.
	12. Human resource management[8]	Streamline and strengthen HR policies and procedures.
	13. Revenue generation	Develop a UAC resource mobilisation and management strategy. Develop a medium-term budget based on the UAC strategic plan.
	14. Monitoring and evaluation	Develop an internal monitoring and evaluation system. Develop mechanisms to address ad hoc activities (that impede implementation of routine monitoring and evaluation activities).

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[8] The objective for this management component was changed when preparation of the Action Plan began. The original objectives were: 1) Revise staff rules and regulations document to suit changing environment, and 2) Institutionalise and regulate regular staff meetings.

Management Area	Management Component	UAC Objectives (for Improvement)
	15. Supply management	Develop and widely share a robust procurement and supplies system.
	16. Information management: Data collection	Establish/revise procedures, processes and formats. Develop a dissemination strategy.
	17. Information management: Use of information	Streamline reporting procedures and formats.
	18. Quality assurance	Develop a UAC values and control system. Improve staff working relations and group dynamics.

Table 3a
UGANDA AIDS COMMISSION
MOST ACTION PLAN
HUMAN RESOURCE MANAGEMENT

OBJECTIVE: Streamline and strengthen HR policies and procedures. **CHANGE LEADER:** HRA
EVIDENCE OF ACHIEVEMENT: Revised HR manual that is widely shared and implemented.

Activities	Resources Needed (Human, Financial, Material)	People Responsible	TIMELINE											
			2005									2006		
			A	M	J	J	A	S	O	N	D	J	F	M
Review, update and implement staff rules and regulations (HR manual). RE	staff time equipment	HRA					X							
Revise the staff development (training) plan. RG	Consultancy	HRA					X							
Organize support staff meetings monthly and the general staff meeting every two months. RE	staff time refreshments	HRA				X	X	X	X	X	X	X	X	X
Organize the senior management meetings weekly on Wednesdays. RE	Management commitment Refreshments	HRA				X	X	X	X	X	X	X	X	X
Develop a Health and HIV/AIDS workplace policy. RG +	Consultancy	HRA and DFA				X	X	X	X					

Activities	Resources Needed (Human, Financial, Material)	People Responsible	TIMELINE											
			2005									2006		
			A	M	J	J	A	S	O	N	D	J	F	M
Conduct the OD exercise e.g. staff appraisals RE	consultancy logistics	HRA					X							
Identify and document a UAC value system under the HR manual RE	consultancy logistics	HRA					X							
Computerise the HR information management system including HR manual, appraisal and employee data RG+	Consultancy Software	HRA SIA		X										

Key:

RE=resources already exist
RG=resources not currently available but can be generated easily
RG+=resources that will require considerable effort to generate

Table 3b
UGANDA AIDS COMMISSION
MOST ACTION PLAN
STRUCTURE - LINES OF AUTHORITY AND ACCOUNTABILITY

OBJECTIVE: Streamline and strengthen HR policies and procedures (same as HR Management objective).   **CHANGE LEADER:** DFA
EVIDENCE OF ACHIEVEMENT: Revised HR manual that is widely shared and implemented (same as HR Management objective).

Activities	Resources Needed (Human, Financial, Material)	People Responsible	TIMELINE											
			2005										2006		
			A	M	J	J	A	S	O	N	D	J	F	M
Conduct the OD exercise RE	Consultancy	HRA				X								
Conduct Team building exercises, including sharing VLDP experiences RG	Staff time	HRA							X	X	X			
Conduct strategic planning exercise and OD (aligning the responsibility and roles-for inadequate staff) RG	Consultancy Equipment	DPM & HRA				X								

Key:

RE=resources already exist
RG=resources not currently available but can be generated easily
RG+=resources that will require considerable effort to generate

Table 3c
UGANDA AIDS COMMISSION
MOST ACTION PLAN
STRUCTURE – ROLES AND RESPONSIBILITIES

OBJECTIVE: Conclude the organisational development exercise in a participatory manner and implement   **CHANGE LEADER:** DFA/HRA
the outcomes, including review of the appraisal system in a participatory way to promote ownership.
EVIDENCE OF ACHIEVEMENT: 1) New UAC organisational chart; 2) existence of clear, defined job descriptions and TORs; 3) existence of a new
appraisal system

Activities	Resources Needed (Human, Financial, Material)	People Responsible	TIMELINE											
			2005									2006		
			A	M	J	J	A	S	O	N	D	J	F	M
Review roles and responsibilities of UAC staff (as part of OD exercise) RE	Facilitator (TA) Consultancy fees	TA DFA	X	X	X									
Review and update staff policy manual, highlighting recruitment procedures of staff, TAs and volunteers RE		DFA	X	X	X									
Review and share TORs of staff RE	Staff time	DFA	X	X	X									
Review appraisal system[9]	TA													

Key:

RE=resources already exist   RG=resources not currently available but can be generated easily   RG+=resources that will require considerable effort to generate

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[9] The work group responsible for this work plan did not complete the planning of this activity.

Table 3d
UGANDA AIDS COMMISSION
MOST ACTION PLAN
STRATEGY – LINKS TO CLIENTS AND COMMUNITY

OBJECTIVE: Strengthen the partnership mechanisms and structures at national & sub-national levels. **CHANGE LEADER:** DRP
EVIDENCE OF ACHIEVEMENT: Revised UAC organisational structure

Activities	Resources Needed (Human, Financial, Material)	People Responsible	TIMELINE											
			2005									2006		
			A	M	J	J	A	S	O	N	D	J	F	M
Review the coordination mechanism for the national response RG	Tech. Assistance Consultant fees	DRP	X	X	X									
Based on the review, improve partnership arrangements at national and sub-national levels	Tech. Assistance Consultant fees	DRP				X	X	X	X	X	X			
Continue facilitating establishment of coordination structures at sub-national level so as to strengthen district leadership	Staff time Vehicles Finances	DRP												
Convene TRN on Decentralized Response (working group of the Partnership Committee)	Meeting costs	DRP	X											
Complete development of an implementation manual for district coordination	Tech. Assistance Consultant Fees Concept paper TRN	DRP	X											

Key:
RE=resources already exist   RG=resources not currently available but can be generated easily   RG+=resources that will require considerable effort to generate

Table 3e
UGANDA AIDS COMMISSION
MOST ACTION PLAN
SYSTEMS – FINANCIAL MANAGEMENT

OBJECTIVE: Prioritise financial information sharing among staff.   **CHANGE LEADER:** DFA
EVIDENCE OF ACHIEVEMENT: Financial reports shared with staff.

Activities	Resources Needed (Human, Financial, Material)	People Responsible	TIMELINE											
			2005									2006		
			A	M	J	J	A	S	O	N	D	J	F	M
Avail individual staff with pay slips by the 30th of every month. RG	Staff time computers stationary software	Cashier SIA	X	X	X	X	X	X	X	X	X	X	X	X
Disseminate MOFPED circular for GoU funding. RE	Stationary staff time	DFA					X							
Compile and circulate the budget performance report against the annual work plan. RE	Computer stationary staff time	DFA			X			X			X			X
Develop and share guidelines on financial requisitions (including accountability). RE	Staff time and stationary	DFA IA	X											

Key:

RE=resources already exist   RG=resources not currently available but can be generated easily   RG+=resources that will require considerable effort to generate

Table 3f
UGANDA AIDS COMMISSION
MOST ACTION PLAN
SYSTEMS – SUPPLY MANAGEMENT

OBJECTIVE: Develop & widely share robust procurement and supplies system.   **CHANGE LEADER:** DFA/AAP
EVIDENCE OF ACHIEVEMENT: New procurement & supplies system document

Activities	Resources Needed (Human, Financial, Material)	People Responsible	TIMELINE											
			2005									2006		
			A	M	J	J	A	S	O	N	D	J	F	M
Simplify and share govt. standard procurement and disposal procedures. RE	staff time computers stationary	AAP AIA	X											
Develop and share annual procurement plan RE	staff time stationary computers	AAP All unit heads						X	X	X	X			
Computerize store management system RG	staff time computers stationary software training	AIA SIA DFA Store asst.				X	X							

Key:

RE=resources already exist
RG=resources not currently available but can be generated easily
RG+=resources that will require considerable effort to generate

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Uganda AIDS Commission

MOST Workshop

29-31 March 2005

Participant List

1.	David Kihumuro Apuuli (Dr)	Director General
2.	Rwomushana John (Prof)	Director, Research and Policy Development
3.	Kanakulya John Baptist	Director, Finance and Administration
4.	Nalwadda Rose Mary	Director, Planning and Monitoring
5.	Ssenjobe Charles	Head, Finance/Accountant
6.	Namulondo Joyce Kadowe	Head, Social Scientist
7.	Nakaweesi Anne	Head, Human Resource and Administration
8.	Kindyomunda Mwesigwa Rosemary	Head, NADIC
9.	Were Edward	Statistician and Information Analyst
10.	Kabugo Rosemary	Desk Officer Decentralized Response
11.	Kigozi James	Public Relations Officer
12.	Tatwebwa Lillian	Assistant Programme Officer
13.	Rev Fr Mwesige Eribankya	District Liaison Officer
14.	Kalumba Joyce	Documentalist
15.	Rwakihembo Bernard	Administrative Assistant Procurement
16.	Gansusure Bonni	Senior Secretary
17.	Kiggundu Jenipher	Accounts Assistant 1
18.	Nabbanja Scovia	Secretary
19.	Odunge Josephine	Registry Assistant
20.	Okiiso Christine	Receptionist

Uganda AIDS Commission
MOST WORKSHOP AGENDA
March 29, 30 and 31, 2005

Date	Session/Module Title	Objectives/Activities	Time	Facilitator
Tues., Mar. 29	Participant registration		8:30-9:00	
	Introduction to the workshop	Opening Introduction of facilitators	9:00-9:30	Dr. Apuuli, UAC
		Participant introduction Review the workshop agenda and anticipated outcomes Clarify expectations about improving management of the UAC	9:30-10:30	Dr. Adupa, MSH
	Tea/Coffee Break		10:30-10:45	
		Introduce the MOST process. Establish ground rules for an open, honest, respectful exchange of ideas. Explore the links between leadership, improved management, work climate, sustainability, and organisational results	10:45-11:15	Ms. Lassner, MSH
	Module 1: Where Are We Now?	Explore the meaning of the five management areas and the 18 management components. Review the MOST instrument	11:15-11:30	Ms. Lassner, MSH
		Work individually to complete the MOST instrument, assessing UAC's current status for each management component	11:30-12:30	Participants
	Lunch		12:30-1:30	
	Module 1: Where Are We Now? (continued)	Work in small groups to generate consensus on UAC's current status for each management component	1:30-3:00	Dr. Adupa, MSH Participants
	Tea/Coffee Break		3:00-3:15	
	Module 1: Where Are We Now? (continued)	Present the results of each work group and generate consensus among all participants regarding UAC's current status for each management component	3:15-5:00	Ms. Lassner, MSH

Uganda AIDS Commission
MOST Workshop Agenda
March 29, 30 and 31, 2005

Date	Session/Module Title	Objectives/Activities	Time	Facilitator
Wed., Mar. 30		• Review of previous day	9:00-9:15	Dr. Adupa, MSH
	Module 2: Where Are We Headed?	• Work in small groups to agree on one or two objectives for improving each management component and on the evidence that will indicate progress toward the objective(s).	9:15-10:45	Ms. Lassner, MSH Participants
	Tea/Coffee Break		10:45-11:00	
	Module 2: Where Are We Headed? (continued)	• Present the results of each work group and generate consensus among all participants regarding one or two objectives for improving each UAC management component and on the evidence that will indicate progress toward the objective(s).	11:00-1:00	Dr. Adupa, MSH
	Lunch		1:00-2:00	
	Module 3: How Will We Manage the Needed Changes?	• Explore the principles of change. • Discuss how changes in management, together with strong leadership, can improve UAC services and sustainability. • Identify where needed management changes lie within the "Results Framework". • Discuss the participants' roles as leaders and managers of the change process, given the management components that need to be changed.	2:00-3:15	Ms. Lassner, MSH
	Tea/Coffee Break		3:15-3:30	
	Module 4: How Will We Reach Our Objectives?	• Review all of the management component objectives and select those of highest priority for development of a management improvement action plan • Re-distribute the small work groups in preparation for next day's session and review action plan form	3:30-5:00	Ms. Lassner MSH Dr. Adupa, MSH

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Thurs., Mar. 31		• Review of previous day	9:00-9:15	Dr. Adupa, MSH
	Module 4: How Will We Reach Our Objectives? (continued)	• Work in small groups to prepare a 12-month action plan for each priority management component .	9:15-10:30	Dr. Adupa, MSH Ms. Lassner. MSH Participants
	Tea/Coffee Break		10:30-10:45	
	Module 4: How Will We Reach Our Objectives? (continued)	• Continue work in small groups to prepare a 12-month action plan for each priority management component.	10:45-11:30	
		• Present each work group's action plans and generate consensus among all participants regarding the overall UAC management improvement action plan	11:30-1:00	Dr. Adupa, MSH
	Lunch		1:00-2:00	
	Module 4: How Will We Reach Our Objectives? (continued)	• Continue presentation of each work group's action plans and generate consensus among all participants regarding the overall UAC management improvement action plan • Choose the action plan leaders for each priority management component	2:00-3:30	Ms. Lassner. MSH Dr. Adupa, MSH
	Tea/Coffee Break		3:30-3:45	
	Closing session	• Agree on follow-up activities that will need to be completed, and assign responsibility for the activities • Evaluate the workshop • Acknowledgments and farewell	3:45-5:00	Dr. Adupa, MSH Ms. Lassner. MSH

Uganda AIDS Commission

Group Assessment of UAC's Current Stage of Development of each Management Component[10]

Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
	1	2	3	4		
Mission						
Existence and Knowledge	No formal mission statement exists, or the existing mission statement is inconsistent with the current organisational purpose and the needs of intended clients.	**The mission statement exists, is consistent with the organisational purpose, and is sometimes cited by senior staff.**	The mission statement is frequently cited by key stakeholders: staff, board, partner agencies, and clients.	The mission statement is widely known and regularly reviewed to assure that it reflects the current organisational purpose and the needs of intended clients.	2	UAC mission is UAC brochure documents. Mission is cited planning exerc Majority of staf mission but ca
Values						
Existence and Application	**Organisational values and ethical principles have not been defined.**	Organisational values and ethical principles have been defined and are sometimes cited by senior staff.	Organisational values and ethical principles are frequently cited by staff at all levels.	Organisational values and ethical principles are widely known, and staff is held accountable for adhering to them.	1	UAC values ar delineated spe

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[10] The characteristics of UAC's current stage of development for each management component are indicated in bold.

Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
	1	2	3	4		
Strategy						
Links to Mission and Values	Strategies are developed in response to funders' requirements or the preferences of a few decision-makers, without reference to the mission and values.	**Strategies are sometimes developed with reference to the mission and values, but more often in response to other requirements, preferences, and mandates.**	Strategies are almost always developed within the general context of the mission and values.	Because strategies are developed to conform to the mission and values, strategic planning is viewed as an opportunity to reaffirm or revise the mission.	2	Although strate UAC mission, t consideration o partnership tha priorities, influe implemented a
Links to Clients and Community	Strategies are developed without reference to the needs of clients or their communities.	**Strategies are developed based on assumptions about the needs of clients and their communities.**	Strategies are developed based on accurate information about the needs of clients and their communities.	Strategies are developed with the participation of clients and community groups.	2	The representa partnership cor effectively bring their constituer sector, Networ Sometimes stra assumptions. C constituencies strategy develo
Links to Potential Clients	Strategies are developed without knowledge of the current or potential demand for the organisation's services.	Strategies are developed on the basis of anecdotal knowledge of the demand for the organisation's services.	**Strategies are developed on the basis of occasional assessments of the demand for services, as well as analysis of the services already provided by other organis.**	A mechanism is in place for regularly scanning current & potential demand, evaluating other organisations' services, & using these findings to develop strategies.	3	There are som assess demanᵈ but they are uᵣ

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Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
	1	2	3	4		
Structure						
Lines of Authority and Accountability	There are no formal documents that define current lines of authority and accountability.	**An organisational chart or similar document defines lines of authority and accountability. It is included in the organisation's manual of policies and procedures.**	The organisational chart or similar document is sometimes used when issues arise pertaining to lines of authority and accountability.	The organisational chart or similar document is regularly updated and consistently used to resolve issues pertaining to lines of authority and accountability.	2	An organisation has not been r recent realignm cannot be follo The staff manu reviewed since Directives and based on lines New staff is no organisational specifically, lin accountability.
Communication	**There is no formal communication mechanism. Important information is communicated mainly by word of mouth.**	Communication mechanisms are only used to convey necessary information from senior management to the rest of the staff.	Communication mechanisms are beginning to be used to share information across organisational units and among staff at different levels.	Communication mechanisms are used consistently to share information across organisational units and among staff at different levels.	1	Attempts have communication place (memos, they are not sig convey necess especially perta management is cuts have not b communicated

Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
	1	2	3	4		
Structure (continued)						
Roles and Responsibilities (Note: For NGOs, this component pertains to both staff and board of directors. For public-sector institutions, it pertains only to staff.)	Roles and responsibilities are not clearly defined. Work is assigned on an ad-hoc basis, according to the perceived needs of the moment.	**Roles and responsibilities are in the process of being defined. Most work is still assigned on an ad-hoc basis.**	Roles and responsibilities are defined in the policy and procedures manual. They are beginning to be used as the basis for assigning work.	Roles and responsibilities are defined in the manual and used as the basis for assigning work. They are regularly reviewed to be sure that staff assignments serve organisational strategies.	2	There is no sta procedure man & responsibiliti years, efforts h define roles an they have neve TORs for most reflect what the informed about Technical Advi their roles and causing conflic
Decision-Making	**The director and senior managers make all significant decisions without discussing them with staff.**	**The director and senior managers make all significant decisions after listening to the views of selected staff members.**	Mid-level staff members are encouraged to make and carry out significant decisions regarding their own work and the work of their teams.	All staff is expected to make significant decisions regarding their own work and the work of their teams, and to carry out those decisions.	2 1	Technical decis Technical staff to make decisio work or for thei Advisors do no providing advic Management c meetings are ra communicate a especially supp formally consu major decision

Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
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Systems						
Planning	Most organisational activities are unplanned and decided on an ad-hoc basis.	**Operational plans are developed for some projects and programs, usually to meet funders' requirements.**	An operational plan is developed annually, independent of the organisation's broader strategies.	The annual operational plan is designed to support the organisation's strategies.	2	Operational pla Most annual pl "adhocism" and strategic plan. Planning is led operational pla funders' requir
Human Resource Management	There are no policies on job classification, salaries, hiring, promotion, grievances, or work hours. There are no procedures for performance evaluation, staff development, or maintenance of employee data.	**The organisation has recognized the need for a formal human resource system. It is working to clarify human resource policies and procedures.**	Human resource policies and procedures are in place, and managers are beginning to use them to hire and retain talented and committed staff.	Human resource policies and procedures are in place, and managers use them consistently to hire and retain talented and committed staff.	2	The need to wo procedures has and started. M on job are nucl not clear. Som system – 6 mo development c are now being is not clear. Sty not clear. Perf is ad hoc. HR a prominence by

Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
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Systems (continued)						
Monitoring and Evaluation	**The organisation's work is monitored and its results are evaluated by external evaluators when funders demand it.**	The organisation monitors its own work to determine adherence to planned activities. Results are evaluated by external teams when funders demand it.	The organisation regularly monitors its own work to determine progress toward achieving goals and objectives. It evaluates results at the end of each project and program.	The organisation regularly monitors its progress, evaluates results, and uses the findings to improve services and plan the next phase of work.	1	Internal monito lacking. Output-oriented being develope
Information Management: Data Collection	**Routine service and financial data are often inaccurate, and reports are rarely submitted on schedule.**	The organisation has introduced systems that are beginning to improve the accuracy and timeliness of routine service and financial reports.	Organisational systems yield routine service and financial data that are generally considered accurate, and most reports are submitted on schedule.	Organisational systems provide crosschecking to guarantee the accuracy of routine service and financial data. There are clear, enforced consequences for late reports.	1	There is lack o and format for for financial inf

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Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
	1	2	3	4		
Systems (continued)						
Information Management: Use of Information	Those who submit required reports receive no feedback from their managers. The information in the reports is filed away and not used for management or programmatic decisions.	**Those who submit required reports receive sporadic feedback from their managers. Some managers use the information in the reports to make decisions.**	All managers are expected to give regular feedback to staff that submit required reports, and to use the information in the reports as a basis for decisions.	Staff members who submit reports consistently get prompt feedback. With their managers, they analyse the information and use their findings to analyse trends, improve management and performance, and achieve outcomes.	2	Receipt of feed interest in subj individual man work. UAC lack quar reports.
Quality Assurance	**The organisation emphasizes the number of activities undertaken, rather than the quality of services.**	The organisation acknowledges the importance of high-quality services. It is considering activities that will help staff regularly assess and improve quality.	Some parts of the organisation have undertaken activities to assess and improve the quality of services. A few interested staff members have taken responsibility for conducting these activities.	There is an established, ongoing system for assessing and improving the quality of services. Trained staff is regularly using this system.	1	There are no e quality assurar mechanisms a Emphasis is or quantity (how r quality

Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
	1	2	3	4		
Systems (continued)						
Financial Management	Financial staff develops budgets without input from program managers. The finance system does not accurately track expenditures, revenues, and cash flow.	**Financial staff develops budgets and usually seek input from program managers. The finance system tracks expenditures, revenues, and cash flow by line item (e.g., salaries, utilities, materials), without links to program outputs or services.**	Financial staff develops budgets in conjunction with program managers. The finance system tracks expenditures, revenues, and cash flow by line item, with some links to program outputs and services.	Program managers work with financial staff to develop budgets that support programmatic decisions. The finance system presents an accurate, complete picture of expenditures, revenue, and cash flow in relation to program outputs and services.	2	Program staff i certain extent i development. Regular financ shared with sta There is no "ov financial situati
Revenue Generation	The organisation operates with a single source of revenue, usually one large funder, whose mandate shapes strategies and programs.	The organisation acknowledges the need for diversified funding. It has devised, but not yet implemented, a strategy for obtaining revenue from diverse sources.	**The organisation has begun to implement its diversification strategy and has already obtained significant revenue from diverse sources to cover current needs.**	The organisation follows a long-term revenue-generating strategy, balancing diverse sources of revenue to meet current and future needs.	3	We are current from different s cover current n sustainability s from inadequat funding. Our al limited.

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Management Component	Stages of Development and Their Characteristics				UAC Current Stage Of Development	E
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Supply Management	There is no system in place to procure, track, or regulate supplies (clinical, pharmaceutical, or office) used by the organisation. Supplies are simply received and stocked when they arrive and distributed upon demand.	**A supply system has been designed to allow the organisation to track the flow and use of supplies. Staff has not yet been trained to use the system.**	The supply system allows the organisation to forecast and procure supplies in relation to their demand and use. Some staff has been trained to use the system.	Trained staff consistently uses the supply system to forecast future requirements, reduce gaps, and prevent stock outs.	2	Procurement s not documente Staff does not procedures. Supplies are o demand. Stock-outs are Utilization of su

Uganda AIDS Commission
MOST Workshop
Conclusions and Recommendations from the Participants
Kampala, 29-31 March 2005

PREAMBLE

1. RECOGNIZING that UAC since its establishment has played a pivotal role in the fight against HIV/AIDS which has resulted in the decline in the prevalence of HIV/AIDS although the current level is still unacceptably high

2. AWARE that the management and programmatic environment in which UACS operates has continuously changed and UACS as an organisation has also accordingly tried to adapt to these changes

3. NOTING that the success of UAC is judged from its efficiency in coordination as well as the resultant overall impact of the national response to HIV/AIDS epidemic

4. CONCURRING that the success of UAC is of interest to both management and staff of UACS who primarily derive their livelihood from working at the Secretariat

5. BUILDING on the wealth of institutional knowledge and experience at the Secretariat with regard to management and leadership

6. HAVING DISCUSSED in a participatory manner at length the current situation of UAC under the guidance of the workshop facilitators

7. DESIROUS of seeing the performance of UAC improve to the standards generally accepted in modern management,

8. We concluded that 6 key management areas need urgent attention in order to improve the performance of UACS and accordingly action plans were drawn in each of the areas (1) Human Resources Management (2) Structure – Lines of Authority and Accountability (3) Structure - Roles and Responsibilities (4) Strategy – Linkage between UACS Strategies and its clients and communities (5) Financial Management (6) Supply Management that require priority intervention.

9. We UNANIMOUSLY agreed to be individually and collectively involved in implementing the action plan developed in the six priority management components.

10. Finally the following recommendations were made.

RECOMMENDATIONS

- The Director-General will continuously advocate for the uptake of MOST recommendations and at the same time ensure that the plan of action adopted herewith are implemented, monitored and evaluated; he will also inform and update the Top Management and Board about MOST process accordingly.
- The action plan developed here will be integrated into the operational plan of UACS.
- The individual staff members will continue to disseminate the knowledge and experience gained during this MOST workshop to other UACS staff that have not attended.
- The Change leaders, with support from the Top Management and Senior Management, will ensure that the action plans for a their respective management category are implemented under the supervision of the DPM.
- The progress in implementation of these recommendations shall be reported in scheduled staff meetings and the Commission accordingly informed through the DG's Management Report.
- MSH will discuss with UACS and agree on the necessary assistance that MSH may provide for ensuring that the recommendations of the MOST exercise are implemented.
- The MOST exercise will be repeated after six months in order to assess the extent to which changes at the Secretariat will have started to take place.